

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**Business Association Training Guide**

Final Report

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- BMI Business Management Specialist, *Stacey Revell*

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## **Executive Summary**

This report contains the findings and recommendations of a series of fourteen interviews with board members and executive directors, and one focus group with seven participants from various Business Associations. All of the interviewees gave their input on how to develop and improve future workshops designed for Business Associations in Jordan.

An analysis was performed on the needs and preferences of the interviewees, categorized according to workshop preparation, workshop preferences, training needs and trainer qualities and qualifications. It concludes with recommendations on the most effective approaches to planning and implementing a training course based on the information gathered from the survey.

The results were arranged under the following categories: Workshop Planning, Workshop Implementation, Trainer Qualities and Qualifications and Training Needs.

### **Workshop Planning**

Within the context of preparing for a workshop, all target groups expressed similar points that should be taken into consideration:

- Setting objective of the workshop
- Set agenda with specific topics
- Agree on venue and duration of workshop
- Diverse target audience
- Agree on language of the workshop

All interviewees agreed that an adequate time notice of the workshop is required and the agenda, objectives and any handout material should be distributed prior to the workshop.

### **Workshop Implementation**

Most interviewees agreed that in order to ensure a smooth workshop, the trainer should follow certain techniques that would encourage interaction by all workshop attendees. Such techniques are:

- Ice-breaking sessions
- Specific seating arrangements
- Role playing
- Regular intervals
- Brain storming sessions
- Working groups

### **Trainer Qualities and Qualifications**

A general finding was that almost every participant, in one form or another, expressed concern about the trainer's competency. They emphasized the importance of a trainer who understands the expectations, training needs, and problems of participants and to design the training accordingly. While nationality of the trainer was not important, it was noted that the trainer should consider the different backgrounds of trainees and

have a clear understanding and appreciation for Jordanian culture. In nearly all cases, the interviewees did not want to train for five consecutive days and would prefer for the training courses to be conducted separately for Board Members, Executive Directors and Staff.

### **Training Needs**

A list of training subjects was compiled as a result of the survey. All participants have shown interest in similar issues as:

- Advocacy
- Strategic Planning
- Roles and responsibilities of Board Members, Executive Directors and Staff
- Management of fundraising
- Marketing
- Change Management
- Communication Skills
- Defining and solving problems
- Global impact on Jordanian Economy
- Computer literacy
- Time management

Meanwhile, certain topics were emphasized by each of the groups. Since one of the recommendations is to conduct separate training for Board members, Executive Directors and Staff, the training subjects have been grouped accordingly.

## **Introduction**

### **Objective**

To identify and document the key topics to be utilized by AMIR, plus to identify the most effective training approach in building the capacity of business association's Board members, executives and staff.

### **Study Methodology**

The study sample was based on three groups from nine different business associations (appendix B-D):

- Four Board Members
- Nine Executive Directors
- Eight staff members

Two different methods were selected, which best suited the sample group and objectives:

- In-depth interviews with Board members and Executive Directors; and
- Focus group discussions with staff.

The content of interviews and focus group consisted of an introduction to the study and its objective, open-ended questions and discussion, based on the objectives. For this purpose a discussion guide was developed derived from the Process, Skills, Techniques and Tools of Facilitation (Appendix # 1); which was also used in grouping and analyzing results of survey.

### **Grouping and analyzing results**

An analysis has been made of participants' involvement, activities, trainers' skills, techniques and technical issues, and training needs. The results are arranged under the following categories, Workshop Planning, Workshop Implementation, Trainer Qualities and Qualifications, and Training needs, and analyzed accordingly

### **Workshop Planning**

In this phase, it is important to determine the primary objectives and the necessary issues to address before preparing for training. The first step in planning for training is to diagnose or determine needs. In this step the trainer should examine the difficulties, problems, deficiencies, or new developments that have led to the need for training. Additionally, the most suitable type of training is identified based on a need assessment of participants. The second step in planning for training is to design or develop the program. Based on identified needs, the trainer will plan and design a training course or program to meet the needs.

### **Workshop Implementation**

The opening session of workshop: Among the most important information that need to be fulfilled in the opening session, before the trainer can progress to the next phase, are the following: introductions between the participants and the trainer, clarifying expectations, outlining roles and responsibilities, introducing the objective of the training course, and agreeing on agenda and logistics. The opening session is very important as it sets the stage for the entire training. It is crucial to agree on the objectives of the training, clarify participant and trainer expectations, discuss the agenda and logistics, and arrange introductions.

Facilitating sessions: The important elements in this phase include managing the session, stimulating attention, enhancing the understanding of participants and strengthening the retention of information. For effective training and facilitation, the information and instructions presented must arouse interest and attention, must be understandable, should be retainable, must be accepted by participants and be practically applicable. To arouse the attention and interest of participants a few basic techniques can be used, such as: create expectations, promise solutions and start from problems that are real to participants.

Techniques: Techniques should be selected according to the objectives to be achieved, the group size and composition, the available setting and location as well as the allocated time.

Tools of Facilitation: Tools are designed to help the trainer to facilitate the process. Tools are selected specifically for the respective process and depend on the objectives to be achieved, the group size and composition, the available setting and location as well as the allocated time. Tools that are designed for visualization of discussion and findings are pin-boards, flipcharts, white-boards and empty wall space.

The closing phase of a session: The functions that need to be fulfilled in the closing session include determining the achievement of set objectives, improvement in personal relationships and working atmosphere, personal learning and achievements, remaining open questions and outstanding issues, documentation of training results and follow up of training results and outcome.

Evaluation: The evaluation can occur during the session, at the end of day and/or at the completion of the training.

Follow up: The Follow-up phase is essential in effective training to determine the results and success of the training. A few examples of ways in which to measure the success include new or changed behavior performance on the job, and measurable impact of the training on the organization.

## **Trainer Qualities and Qualifications**

The important skills for the trainer to possess in order to ensure participants achieve the end goal of training were measured.

## **Training Needs**

The interviewees' specific needs that can be addressed through the training were identified.

## **Results – Board Members**

### **Workshop Planning**

The majority of interviewees prefer two sessions a day, one day a week. Board Members have also expressed their preference in attending training inside Amman. In cases where the workshop is outside Amman, they prefer if it is limited to two nights. All expressed a dislike of five consecutive days of training, preferring instead to have training a few days per week, for a few consecutive weeks. In cases where the workshop will last three or more days, they prefer a month advance notice. If the training is two days or less, they desire at least two weeks of prior notice. The topic, agenda, objectives, and expected outcome need to be presented to participants ahead of time.

Board Members will only attend training for new and important topics, from which they expect to obtain new knowledge.

### **Workshop Implementation**

#### *The opening session of workshop*

According to the interviewees, the opening session is a chance for the trainer to assess the participants needs and background if he/she did not have the opportunity to do so in advance. The interviewees believe the trainer should establish a relaxed atmosphere (break down doubt, fears and reservations and to create an atmosphere of increasing openness and trust) among participants in the opening session.

#### *Facilitating sessions*

Board members prefer modern methods of learning and interactive learning techniques; such as, power point presentations, group exercises, case studies and motivation techniques.

### **Trainer Qualities and Qualifications**

According the interviewees, the qualifications and experience of the trainer should be presented to the participants prior to the training. Competency is the most important attribute regardless of whether the trainer is local or foreign. Foreign trainers should have an understanding and appreciation for Jordanian culture, and should treat the participating Board members with the utmost respect.

Board members believe it is important for the trainer to understand expectations, training needs, and problems of participants and use that information to design the training accordingly. Likewise, it is important for the trainer to take into consideration the different background of trainees prior to the training and makes use of this information in the training setting.

### **Training Needs**

The majority of interviewees expressed the need for the following courses:

- Roles and responsibilities of a board member (75%)
- Global economic impact on Jordan's economy (50%)
- Structuring committees & general assembly (50%)
- Lobbying (50%)

Please refer to Appendix E to view the training courses requested by each Board member.

## **Results - Executive Directors**

### **Workshop Planning**

Four Executive Directors out of nine prefer training outside Amman, but not to exceed 2-3 days. In terms of notification, they desire one-week notice for training inside Amman and two weeks notice for training outside Amman. They like to be informed of the expected number of participants and prefer to receive the workshop materials and information regarding agenda, objectives, and expected results in advance. They also like to receive information about the trainer's qualifications prior to the training event.

### **Workshop Implementation**

#### *The opening session of workshop*

The majority of interviewees believe it is essential for the trainer to capture the participants' attention from the beginning of the session, breaking all barriers. The trainer should assess the participants' expectations, and adjust topics/schedule accordingly.

#### *Facilitating sessions*

A majority of interviewees expressed a desire for a more comfortable working environment, with a u-shape set-up. Three interviewees expressed a need for one-on-one training while a smaller class size was requested by all. Many considered it the trainer's responsibility to provide networking opportunities for the participants to get to know one another outside the classroom, particularly if the training is held outside of Amman. Most Executive Directors prefer a 'hands on' technique where they can participate as opposed to a lecture approach. However, some did express feelings of embarrassment when the trainer called on them by name forcing them to participate. Executive Directors like to receive reading material on the topic in addition to overhead transparencies.

#### *Techniques*

All of the interviewees prefer the trainer to use a variety of training techniques, including group work, exercises, case studies, icebreakers and energizers to capture the participants' attention. Examples and exercises chosen in the training should be practical and related to the participants' work.

#### *The closing Phase of a session*

Interviewees encourage the trainer to always ask frequent questions to ensure all comprehend his/her teachings.

#### *Follow up*

The interviewees prefer to work with the same trainer in the follow up stage instead of working with different trainers each time for maximum efficiency. It is a good idea to use regional and local trainers, as they follow up and monitor the results more easily.

### **Trainer Qualities and Qualifications**

The trainer should always take into consideration the participants' background and experience, and design the training course accordingly.

### **Training Needs**

The majority of interviewees expressed the need for the following courses:

- Strategic Management (78%)
- Planning (78%)
- Marketing (78%)
- Quality Association Management (67%)
- Membership development (56%)
- Roles and responsibilities of board member, executive director and staff (56%).

Please refer to Appendix F to view the complete list of training courses requested by each Executive Director.

## **Results - Staff Members**

### **Workshop Planning**

The focus group participants expressed that they would like to receive a briefing on the subject of the workshop, objective, agenda, and speakers profile prior to the training. They also pointed out that the number of participants in a workshop should not exceed fifteen. If the training is to exceed one day, they would prefer for it to be held outside of Amman.

### **Workshop Implementation**

#### *Facilitating sessions*

The participants in this group indicated that real case studies from the trainer and participants could add to the benefit of the workshop and enhance the lessons learned. Exchange of information and experiences should be part of the workshop structure.

They have also stressed the importance of on-spot documentation of the workshop results to guarantee comprehensive output in the form of a final report.

The setting of the room should be comfortable, spacious, and quiet, with a u-shape set-up. Regular short breaks between sessions are desired. The materials, especially power point presentation handouts, should allow space for notes. The Parking area is a good technique to be used in order to organize ideas raised by participants and to ensure that the ideas or questions will be addressed during the session.

#### *Techniques*

The trainer should always encourage participation and use ice-breaking techniques in order to keep participants' attention and interest. The trainer should use role-playing, games and real case studies derived from his/her experience and/or the participants' experiences.

#### *Tools of Facilitation*

The trainer should use brief power point presentations, white board and flip charts.

#### *The closing Phase of a session*

The trainer should test the learning and comprehension of participants by asking them to summarize the main learning points of the session, or answering questions.

#### *Evaluation*

Evaluation of trainer and the course itself should take place at the end of training.

#### *Follow up*

The trainer should follow up on skills learned, and ensure that the skills/knowledge acquired is applied in the work they perform for the association.

### **Trainer Qualities and Qualifications**

The trainer should be friendly, practical, interactive, encourage participation, provide solutions, and be a skilled speaker.

### **Training Needs**

The majority of focus group participants expressed the need for the following courses:

- Business Association management
- Strategic planning
- Training needs assessment for training coordinators
- Risk Management
- Monitoring and evaluation
- Roles and responsibilities of the committees

Please refer to Appendix G to view the complete list of training courses requested by the staff members.

## **Recommendations**

### **Workshop Planning**

A list of the training course objectives and course content based on the needs of participants should be developed and sent to participants two weeks prior to training for comments and confirmation.

### **Workshop Implementation**

#### *The opening session*

On the first day of the training course participants need the opportunity to introduce themselves and to share their expectations for the training course. Both stories and talking circles can help participants begin sharing their feelings and ideas. The trainer should have gathered information about participants prior to the training, which will help in creating an inviting atmosphere.

#### *Facilitating sessions*

It is important for the participants to have the opportunity to process the information and to practice using the information or skills gained. A memory aide to retain the information could be used, such as a story, model, diagram or game energizers. In order to keep the group dynamics and working atmosphere positive and conducive, the information and instructions presented must arouse interest and attention, be understandable, retainable, practically applicable and be accepted by participants. It is also important for the trainer to ensure participants understand the information before moving on to the next topic.

#### *Techniques*

It is beneficial to vary training techniques during session, using a combination of talking circles, open-ended questions, guided discussions, role-plays, stories, case studies, and games.

#### *Tools of Facilitation*

Effective tools are always needed in training, such as flip charts, overhead projector, data show, flashcards, and handouts.

#### *Evaluation*

Monitoring is essential during training, the trainer should constantly observe the atmosphere in the group, assess it, draw conclusions, and react correspondingly in order to positively influence the groups work. The group's self-evaluation and feedback to the trainer would complement this.

#### *Follow up*

It is crucial to collect, document and analyze what has been worked out in a period of time. It is important to review what still needs to be done, to determine how remaining tasks are distributed and in what timeframe they have to be done.

### **Training Qualities and Qualifications**

The trainer should possess the minimum following skills:

- Good facilitation skills
- Good communication skills
- The ability to manage group dynamics and different types of participants
- Visualization
- Presentation skills
- Analytical skills
- Technical skills

### **Conclusion**

As a conclusion from the participants' comments it can be inferred that future workshops should be adapted according to target audience needs. A variety of methods and techniques should be used, ensuring flexibility by the trainer as well as the participants. Following up on skills learned and implementation methods within the associations could also add to the design of future workshops aimed for Business Associations.

It is recommended to widen the vision and better understand the most effective delivery techniques and topics, which meet the needs of the Business Associations Board Members, Executive Directors, and staff to ensure maximum benefit to elevate the participants' experience.

## Appendix (A)

### Interview guidelines

Process, Skills, Techniques and Tools of Facilitation
<b>1. Planning Phase</b>
<ul style="list-style-type: none"> <li>• Would you like to share in establishing the aims and objectives of the training?</li> <li>• Would you prefer conducting training needs assessment (TNA) before participating in training?</li> <li>• Would you prefer conducting interview or questionnaire for TNA?</li> <li>• As potential participant, would you like to participate in selection of other potential participants in training?</li> <li>• What would you like to know about the trainer before the training? (Language, skills, style, methods, etc.)</li> <li>• What would you like to know about venue? Accommodation? Transportation? Equipment's to be used? Other arrangements (Name it.)</li> <li>• Would you like to participate in deciding agenda? Venue? Accommodation? Transportation? Other arrangements (Name it.) And how?</li> <li>• How much time in advance would you prefer to be informed about the agenda? Venue? Accommodation? Transportation? Other arrangements (Name it.)</li> <li>• Would you like to know who is in charge of logistics?</li> <li>• What type of training suites you? (Formal or informal training courses, on the job training, evening classes, phased training, informal meetings, formal meetings, a single meeting over a number of days, a few short day-long meetings, structured sessions or open sessions etc)</li> </ul>
<b>2. The opening session of workshop</b>
<ul style="list-style-type: none"> <li>• What would you like to discuss in the opening session in workshops?</li> <li>• How would you like participants to introduce themselves? Quick, through a game, would you like the facilitator to let you decide yourself the way you would like to introduce yourself?</li> <li>• Clarifying expectations? What to expect? (Needs, fears, wishes). How would you like to demonstrate your expectations? When? What would you like the trainer/facilitator to do with your expectations? (Discuss it right away? Leave it for the end of the workshop? Discuss it and visit it back at the end of every day of the workshop? Or when it is needed?)</li> <li>• Introducing the objective of the meeting/course? How would you like the objectives to be demonstrated? Is it a good idea to discuss objectives with participants in the opening session? When do you think the best time to discuss it? To what extent would you like to participate in discussing objectives in the opening session? Why would you like to change objective of meeting/workshop if so as?</li> <li>• Agreeing on the Agenda? Would you like to review the agenda? Why? (According to the modifications on objectives.) Timing? Length of sessions? Do you prefer to have the agenda to be written on flipchart on the wall of the meeting room? Having a copy of the agenda as handout? Or both?</li> </ul>

<ul style="list-style-type: none"> <li>• Clarifying roles and responsibilities of participants and trainer/facilitator? How much do you like to share in the responsibilities of the meeting/sessions? Which role would you prefer to take in the meeting/workshop? Do think it is a good idea to set ground rules? How? By whom?</li> </ul>
<ul style="list-style-type: none"> <li>• Logistics? Would you like to know about logistics at the opening session? Who is responsible? What exactly would you like to know?</li> </ul>
<b>3. Facilitating the meeting/session</b>
<ul style="list-style-type: none"> <li>• Would you like the meeting/session to be organized in a special way? How?</li> <li>• Introduction: (Content to be covered, objective, purpose, approach, procedure, expected outcome?)</li> <li>• Implementation and facilitation of the meeting/session: (discussion, ...)</li> <li>• Summarizing and concluding the session.</li> </ul>
<ul style="list-style-type: none"> <li>• In what ways can the facilitator:               <ul style="list-style-type: none"> <li>➤ Stimulate attention, interest and motivation?</li> <li>➤ Uses adult learning principles?</li> <li>➤ Changes speech behavior: (voice loudness, voice modulation, speed, etc.)</li> <li>➤ Manner of presentation: (Switch between: Abstract formulation, concrete examples, and examples for application, personal experiences, interesting story, anecdotes.</li> <li>➤ Teaching style and method: lecture, guided dialogue, discussion, group work, role-play, exercises, etc.</li> <li>➤ Media uses</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Avoid distraction of attention. By:               <ul style="list-style-type: none"> <li>➤ Creating an atmosphere free from disturbances,</li> <li>➤ Not presenting several forms of information at the same time (e.g. handouts during lecture),</li> <li>➤ Making sure the information has been understood before going on to the next topic.</li> </ul> </li> </ul>

- Enhances understanding of participants:
  - Speaks clearly and loudly (volume, speed, pronunciation, intonation)
  - Chooses language that corresponds with the educational level of the participants
  - Explains difficult words and technical terms
  - Structures the subject matter
    - from the general overview to details and then back to the summary,
    - from the known to the unknown,
    - from simple to more complex, from concrete to abstract,
    - from observation to reflection or interpretation.
  - Adapts the subject matter to the experiential background of the participants: their knowledge, expectations, feelings, convictions, opinion, etc.
  - Brings out the basic principle of each field of knowledge
  - Gives concrete examples and suggestions of how to apply the learned material
  - Presents in a lively and vivid manner (direct language, vivid comparisons, examples, visualization)
  - Encourages the audience to ask questions, to draw their own conclusions, and to formulate their own solutions, etc.
  - Checks the listener's understanding by
  - Goes back to the point where the problem came up and eliminating the problem before continuing with the next point,
  - Encourages the participants to ask questions.
- Strengthens retention of information. Some basic techniques are:
  - Points out clearly what the participants are supposed to retain and impress on their memory
  - Clearly differentiate between important and less important information;
  - Point out the basic principle of the subject;
  - Structures the presentation well: clear progression;
  - Addresses as many sensory channels as possible (sight, sound, smell, touch);
  - Makes the presentation lively and enjoyable (examples, vivid presentation, embellishing the theoretical parts);
  - Addresses the participants emotions and adjust to their emotional level
  - Repeats the most important points;
  - Makes use of associations (mnemonic sentences, memory aids);
  - Allows participants to practice what they have learned
  - Motivates participants to "overlain": continue to drill practical application even after participants have mastered what they have learned - then the forgetting curve does not drop as steeply.
  - Creates a positive, relaxed atmosphere for learning free from stress and pressure.

- Achieved objectives
- Improvement in personal relationships and working atmosphere
- Personal learning and achievements
- Remaining open questions and outstanding issues
- Documentation of meeting results
- Follow up of meeting results and outcome

## 5. Evaluation

- What method of evaluation would you like to be used?

### Topics

#### 1. Board Members

- What is the style of most effective training / meeting / seminar / discussion approach would you prefer to attend?
- What training / meeting / seminar / discussion topics would you like to attend?

#### 2. Executive Directors

- Most of questions mentioned above.

#### 3. Staff Members

- Logistics: Place, timing, for how long, agenda?
- Trainer: style
- Techniques
- Atmosphere
- Topics

**Appendix (B)****List of Business Associations Board Members**

#	Name	Institution
1.	Murad Bushnaq	Jordan Intellectual Property Association
2.	Laith Al-Qassem	Young Entrepreneurs Association
3.	Issam Fakhraldine	Jordan Hotel Association
4.	Hala Ayoubi	Business and Professional Women - Amman

**Appendix (C)****List of Business Associations Executive Directors**

#	Name	Institution
1.	Rana Diab	Jordan Intellectual Property Association
2.	Raghda Butros	Jordan American Business Association
3.	Ra'ed Bilbessi	Information Technology Association – Jordan (Int@j)
4.	Dina Duhqkan	Young Entrepreneurs Association
5.	Yassar Toukan	Amman World Trade Center
6.	Shireen Nasser	Business and Professional Women – Amman
7.	Fareez Barakat	Jordan Exporters Association
8.	Maher Matalka	The Jordan Association of Manufacturers of Pharmaceuticals and Medical Appliances
9.	Bassam Kawash	Jordan Hotel Association

**Appendix (D)****List of Business Associations Staff Members**

#	Name	Company
1.	Rania Abu-shukor	Information Technology Association – Jordan (Int@j)
2.	Maisoon Amarneh	Business Professional Women Association
3.	Rania Habashneh	Jordanian Intellectual Property Association
4.	Hania Jamal	Jordan American Business Association
5.	Leanne Kawar	Jordan Vision 2020
6.	Shorouq Mubaslat	Jordan Hotel Association
7.	Razan Theodore	Jordan Export Association
8.	Maria Sabella	Jordan American Business Association

## Appendix (E)

### **Interviews with Board Members**

#### **Interview (1)**

<b>Date</b>	04/16/2002
<b>Time</b>	11:10 –12:30 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Murad Bushnaq
<b>Position</b>	Board Member
<b>Institution</b>	Jordan Intellectual Property Association (JIPA)

### **Summary of Findings**

#### ***Style***

During the interview Mr. Murad talked about his preference in having a full one-day training rather than five continuous days, for effective learning.

In addition to that, Mr. Murad mentioned his interest in having some of the training material to be delivered in Arabic by Local Trainers. He truly believes that group exercises are very beneficial and have positive impact on the trainees.

#### ***Topics***

1. Staffing
2. Structure committees
3. All decision board members need to take.
4. Networking
5. Lobbying
6. Advocacy
7. The roles and responsibilities of being a board member, executive director, and staff.
8. Structure general assembly
9. “Roperts roles of order” is a book discussing democracy, we can use it as training manual, and train associations on how we practice democracy.
10. How to organize funding
11. Dealing with emergencies

#### ***Notes***

- Develop a manual for associations on management and polices and how to execute it.
- Translate association regulations and law book into English, so that foreign consultants and trainers know about it.
- Build the capacity of local expertise by inviting them to take a role in delivering training through AMIR program.

## **Interview (2)**

<b>Date</b>	04/16/2002
<b>Time</b>	13:00 –14:00 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Issam Fakhrideen
<b>Position</b>	Board Member
<b>Institution</b>	Jordan Hotel Association

## **Summary of Findings**

### ***Style***

Mr. Fakhrideen was very interactive during the interview, he had many comments concerning the trainer and emphasized on the following:

- He prefers interactive learning techniques to be used during the training, such as Videos, interactive working groups and motivation techniques.”
- The trainer should take into consideration the different backgrounds of all trainees in the training setting.
- Access to updated information is also essential.
- Young and energetic
- Establishing Harmony through out the training
- Obtaining beneficial materials by the end of the training.
- Experience and qualifications of trainer should be presented to all participants ahead of time.
- Duration of training has o be short in length yet concise.
- All related issues concerning the training have to be discussed ahead of time.
- Separate between Executive Directors, Board Members and Staff workshops.

### ***Topics***

1. Communication skills.
  2. Marketing
  3. Upgrading board members skills on how to run association (Most of them have business profile).
  4. Roles and responsibilities of a board member.
  5. Structure committees
  6. Goal setting and execute it.
  7. Budgeting
- **Notes:** Developing a manual for board members that have everything about running association.

**Interview (3)**

<b>Date</b>	04/18/2002
<b>Time</b>	12:45 – 13:45
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Hala Ayoubi
<b>Position</b>	Board member
<b>Institution</b>	Business and Professional Women -Amman

**Summary of Findings*****Style***

Mrs. Ayoubi mentioned the high importance of Field training. An experienced professional trainer is what matters in such training she added. I like the foreign trainer who has idea about Jordan's culture and who uses interactive methods in teaching.

Obtaining material is very important in training, the person needs touch the impact on himself after the training is over, in addition to stimulating the session.

She also added, "The invitation of participation in training should contain a brief about the training." Mrs. Ayoubi also addressed the idea of training inside Amman, and said it should not exceed two nights.

***Topics***

1. "Direct training consist of: Upgrading personal skills."
2. "How to be a board member"
3. "How to help in developing vision and mission of association."
4. "How to attract members."
5. "In-direct training consist of: Taking Jordanian economy as a whole."
6. Lobbying
7. Information technology use & E-government

***Notes***

- "Focus in training on middle management staff, the second line of managers."
- "Expand the basis of benefited target group."
- "Focus on active association members."

**Interview (4)**

<b>Date</b>	04/20/2002
<b>Time</b>	9:10 – 10:15 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Laith Al-Qassem
<b>Position</b>	Board Member
<b>Institution</b>	Young Entrepreneurs Association

**Summary of Findings*****Style***

Mr. Laith Al Qassem (YEA) Board Member was emphasizing through out the whole interview on the issue of Case Studies, and the importance of having them and working on case studies from each participant's own experience.

He prefers the trainings to be conducted in Amman and for three days only. Topics and Agenda needs to be delivered to all participants ahead of time.

Mr. Qassem likes to be prepared in advance about the timing of the training and added "If Alven Toffler' is the trainer, I don't mind to be informed on the same day."

He prefers the trainer who understands expectations, training needs, and problems of participants and designs the training accordingly

***Topics***

1. Creativity
2. Methods of thinking
3. Thinking tools
4. Defining a problem
5. Problem solving
6. Global economic impact on Jordan economic.
7. Vision
8. Computer applications
9. Telecommunications
10. Managing Change

***Notes***

"It is good to have specialists in thinking techniques, like: Edward Debono (Six Thinking Hats) & Tony Buzan (Mind Mapping)"

"It is also good to host Futurists at least twice a year, they can analyze global economic impact on Jordan economic situation, and professional futurists like: Alvin Toffler & Paul Saffo."

## **Appendix (F)**

### **Interviews with Executive Directors**

#### **Interview (1)**

<b>Date</b>	04/16/2002
<b>Time</b>	10:00 –11:10 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Rana Diab
<b>Position</b>	Executive Director
<b>Institution</b>	Jordan Intellectual Property Association (JIPA)

### **Summary of Findings**

#### ***Style***

- Separate between training for executive directors, board members and staff.
- Training outside Amman is a brilliant idea, it increases chances of communication between participants.
- Training for a week is long, 2-3 days training at a time is the best.
- It is better to know about training outside Amman two weeks a head of time. A week is enough if the training was in Amman.
- It is good to have the materials a head of a time and read it before attending the training.
- It is good to know about the trainer's background ahead of time.
- It is good to have the agenda two weeks a head of time.
- It is good for the trainer/s to know about my background, position, and association.
- The trainer has to be straight to the point, not wasting time.
- The trainer has to always provide Examples because they facilitate understanding issues.
- Group work is the best exercises ever, it increases the level of participation, and it is applicable and practical.
- The good trainer is someone who uses different training techniques.
- It is important for the trainer not to stress on one participant and/or association and to impose it as a perfect example on others. This will develop into a sensitive situation between associations.”
- Trainer should keep talking in general, without mentioning any names, especially when giving examples related to participants.
- Ms. Diab like trainings half days, in the afternoon.
- It is so important, for the trainer, in the introductory session, to break the ice, and get every ones attention. It is so important that everybody hears each other, and get familiar with participants.
- Although she mentioned her interest in using Data show but she believes that it is important for the trainer to avoid from being solid. Attractive movement and interactive techniques.
- The trainer should not force participants to participate.

- The trainer should have the qualifications to deliver information.
- The trainer should “check learning”. He can ask one participant to ask or answer question for other participants.
- In dividing participants into small working groups, the trainer has to decide who goes to which group, mixing the participants in many different ways.

***Topics***

1. Roles and responsibilities of board members towards business institutions.
2. Heavy courses for staff (membership person) on membership, how to prepare the package for members, how to present the benefits of the association, and presentation skills in general.
3. Marketing our association.
4. Media & how to approach it.
5. Writing proposals for funding institutions.
6. How to organize the structure of an association.
7. Writing job description.
8. Communication skills.
9. Following up for coordinators.

**Interview (2)**

<b>Date</b>	04/16/2002
<b>Time</b>	15:10 – 15:55
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Maria Sabella
<b>Position</b>	Training coordinator
<b>Institution</b>	Jordan America Business Association

**Summary of Findings*****Style***

- Ms. Sabella likes the trainer to use interactive techniques.
- She is against the trainer who lectures all the time.
- Role playing in training is effective.
- It is so important to conduct training need assessment before training.
- The schedule needs to be distributed before the training.
- It is so important also to know the biography of the trainer and his qualifications.
- She likes the trainer who can grasp people's attention in the opening session.
- She also likes the trainer who motivates the participants to participate in discussions.

***Topics***

1. Time management
2. Assessment for potential trainers
3. Evaluation techniques, tools and implementation.
4. Presentation skills
5. Team building
6. Strategic management, planing and marking
7. Organize meetings and conferences
8. Creating and presenting office documents.

***Notes***

- “There is a real need to establish data base to find good and qualified trainers.”

### **Interview (3)**

<b>Date</b>	04/17/2002
<b>Time</b>	8:45 – 10:00 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Fareez Barakat
<b>Position</b>	Acting executive director
<b>Institution</b>	Jordan Exporters Association

### **Summary of Findings**

#### ***Style***

- Training out side Amman should not exceeds two days, if it the topic needs more that two days, it is better to divide it into a two days parts, and deliver a part each week.
- It is important for the trainer to conduct training needs assessment interview or questionnaire with potential participants to attend the training.
- She truly prefers knowing about the topics to be addressed in the training a week before, so she can prioritize them according my needs and interests.
- The trainers need to always use interactive techniques, case studies, icebreakers, and energizers.
- She likes to get material for reading in addition to transparencies.
- The trainer is a good trainer if he uses participatory approach, where the participants have more roles in the training.
- It is more efficient to conduct training for board members out side Amman, and to host their wife's with them.
- Two days are the maximal period of training for board members.
- Staff training should include field visits.
- The trainer should work on the participants' expectations, and to wisely adjust topics accordingly.
- It is so important for the trainer to respect all opinions.
- It is important for the trainer to be punctual.
- She doesn't prefer the training where the trainer relies on participants, with the least contribution from his side.
- She also doesn't prefer the trainer to concentrate on some participants and ignore the others.

#### ***Topics***

1. Membership development / affairs.
2. How to conduct market research.
3. Top management: (Time management, stress management, contingency management.)

*Notes*

- “Foreign consultants and trainers bring examples that are irrelevant to our society, Some times language become as an obstacle for some participants. Having local and regional trainers delivering some topics will help.”
- “Distributing a questionnaire that has more than fifty different topics may be a good technique to be used as training needs assessment for associations.”

**Interview (4)**

<b>Date</b>	04/17/2002
<b>Time</b>	10:15 – 11:20 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Ra'ed Bilbessi
<b>Position</b>	Executive director
<b>Institution</b>	Information Technology Association-Jordan (int@j)

**Summary of Findings*****Style***

- Mr. Bilbessi is really looking forward to one-on one consultation at the moment.
- He was the only one who didn't mind not getting the manual prior the training
- Brain storming techniques are very important.
- The trainer should always refer to participants' experiences.
- Training for board member should be out side Amman.
- Training more than two day it is better to have it out side Amman.
- Training should be intensive, if it is for one day, it is better to break into two half days in the morning.
- The trainer should be aware of participant level of experience.
- The trainer should be able to keep participants' attention.
- The trainer should never lose control in conducting the session.

***Topics***

1. Board members roles and responsibilities.
2. Delegation.
3. An over look of Jordan's economy.
4. Time management
5. Project management
6. Member services

***Notes***

- "AMIR could have two different levels of association management, for example:101, 102. Where it is repeated every three months for new members from different associations."

**Interview (5)**

<b>Date</b>	04/17/2002
<b>Time</b>	14:00 – 15:00 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Dina Dahkqan
<b>Position</b>	Executive director
<b>Institution</b>	Young Entrepreneurs Association

**Summary of Findings*****Style***

- In effective training, number of participants should not exceed 25.
- Working groups exercises are usually fun and beneficial
- The trainer has to use different training techniques, like: Power-point presentation, video, and case studies.
- Getting exposed to new experiences from other participants is very good experience.
- Training should be more comprehensive and condensed.
- Training should consider level of participants' skills and knowledge.
- I like the training to be based on participants' training needs.
- I like the trainer to build training topics according to training need assessment of participants.
- Ms Dahkqan believes that a good trainer should make the trainees think about the results and not give them out the information easily "It does not matter if the trainer is Foreign or local, what matters that s/he is aware of Jordan context."
- She prefers attending a one-day training workshop inside Amman.
- It is beneficial for board members and executive directors to attend the same training. Also it is beneficial for executive directors and staff to attend some training together. But it is not recommended to combine between board members and staff in same training.
- She also mentioned her interest in working with the same trainer all the time instead of working with different trainer each time.

***Topics***

1. Advocacy & Lobbying
2. Capacity building of our association
3. How to conduct in house research
4. Association management & strategic planning
5. These training are needed for staff: Human resource, public speaking, and time management.

**Interview (6)**

<b>Date</b>	04/18/2002
<b>Time</b>	8:45 – 9:45 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Shireen Nasser
<b>Position</b>	Executive director
<b>Institution</b>	Business and Professional Women-Amman

**Summary of Findings*****Style***

- The trainer has to be interactive & uses new interactive techniques of learning, like icebreakers.
- The trainer has to keep participants enthusiasm in the training. Seat them in U shape seating.
- It is important that the trainer moves in a proper way, neither too fast nor too slow.
- The trainer should not read from transparencies, he better use other materials to explain it.
- He should give equal chances for everybody to share in discussions.
- The trainer needs to mingle among the participants, and give the participants a good chance to mingle.
- It is so important to conduct a follow up sessions and/or individual counseling after the training.
- The shorter the better is the training for effective results.
- It is a good idea to have regional and local trainers, they can come and follow up easily.
- English Language sometimes might be an obstacle for some participants.
- The trainer must encourage participants to share their own experience.
- Maximum training period should not exceed three days.

***Topics***

1. Strategic planning
2. Proposal writing, specially for AMIR/USAID
3. Conducting research
4. Membership affairs
5. Fundraising
6. Networking
7. Advocacy
8. Lobbying,
9. Ways to more respect your association

## **Interview (7)**

<b>Date</b>	04/18/2002
<b>Time</b>	10:15 – 11:25 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Maher Matalka
<b>Position</b>	Executive director
<b>Institution</b>	The Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances.

## **Summary of Findings**

### ***Style***

- Training should target specific needs of participants.
- It is not feasible for a Board Member to attend training for two or three continuous days.
- Attending a one day session in the afternoon is doable for most Executive Directors.
- The topics and objectives that will be discussed in the training sessions must be distributed prior.
- Interaction techniques are advisable during the training.
- Not all Executive Directors like to talk in front of their staff, that is why combined training with all groups is not wise.
- “I like to know about the trainers’ experience and skills before attending the training.”

### ***Topics***

1. Marketing
2. Strategic planning
3. Negotiation skills
4. What is an association
5. Media
6. Public policy
7. Lobbying
8. Finance for non-financial people.
9. Management
10. Computer validation
11. How to establish international links
12. How do we qualify our products to meet international standards

### ***Notes***

People should not consider foreign trainers the only experts, there are many experienced professionals who are experts in the region in Training, such as Raja Hadad who is a Lebanese expert, working with Franklin Covey Starmanship and Associates, and he is certified trainer in different topics.

**Interview (8)**

<b>Date</b>	04/20/2002
<b>Time</b>	10:30 – 11:45 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Bassam Kawash
<b>Position</b>	General Manager
<b>Institution</b>	Jordan Hotel Association

**Summary of Findings*****Style***

- Mr. Kawash emphasized on the importance of individual counseling especially for Board Members.
- He believes that face-to-face encounter with the trainer prior the training is an icebreaker, and doesn't believe in reading resumes of the trainer only.
- Agenda and objectives of the training should be submitted prior the training.
- The trainer should establish communication channels with participants.
- The trainer has to use different methods while delivering training, for effective learning.

***Topics***

1. Relation between Board members and staff
2. Work plans
3. Marketing
4. Sustainability
5. Membership affairs
6. Communication skills
7. Managing association
8. Roles and responsibilities of board member, executive director and staff.
9. Staffing
10. Proposal writing
11. Intellectual property

***Notes***

It is highly advisable translating all learning materials into Arabic for easy access and comprehending the material better.

**Interview (9)**

<b>Date</b>	04/21/2002
<b>Time</b>	10:30 – 11:30 am
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Ramez S. Habash
<b>Interviewee</b>	Yassar Toukan
<b>Position</b>	Executive director
<b>Institution</b>	Amman World Trade Centre

**Summary of Findings*****Style***

- Mr. Toukan mentioned the importance of having the content of the training matching the level of all participants.
- He added that a retreat is a good way to create atmosphere of networking.
- A good detailed summary of the topic that will be covered in the training must be distributed on all attendees prior the training.
- Obtaining material from the training is very essential for reference.
- Trainers should propose the schedule of training and to stick to it later on.
- It is good to have a follow up on some issues/topics after the training.
- I like the trainer who keeps the participants' attention.
- A good trainer is someone who uses different types of delivery techniques, like: Data show and Power point presentation.
- Interactive techniques are very useful during the training.
- A good trainer should make the participants feel that they are contributing to the training.
- Participants should be in the same level (language and background).

***Topics***

1. Strategic planning
2. Implementation of strategic plans and business plans
3. What are the latest trends of financial planning
4. How to conduct surveys
5. How to design surveys
6. How to conduct field studies
7. Management (latest techniques and tools.)
8. Public relations

***Notes***

- “Our association needs long term follow up program in public relations.”
- “I have resigned from this association, I hope an interview will be made with the new director.”

**Interview (10)**

<b>Date</b>	04/21/2002
<b>Time</b>	12:05 – 13:10
<b>Topic</b>	In-depth interview
<b>Interviewer</b>	Raghda Butros
<b>Position</b>	Executive director
<b>Institution</b>	Jordan American Business Association

**Summary of Findings*****Style***

- The trainer should use case studies and live examples during the training.
- The trip with AMIR program to the U.S.A was very beneficial and all participants gained extra knowledge.
- Systematic training is an organized way to manage topics where all topics of management are put in a systematic way.
- Executives Directors and Board Members must gather together sometimes for a combined training.
- Staff training should be on intermediate periods.
- Finally Ms. Butros expressed her interest in having continuous training.

***Topics***

1. Latest trends in management
2. “Exporting, importing and distribution challenge under Free Trade Agreement with America.”
3. “Succession: How can transition from one board to another be without problems. And how do we deal with such situations.”
4. “Board members should be trained from Zero.” “Their role, line of authority, their responsibilities and the image they should transfer to the public.”
5. “Board members should be trained also on how associations fit in the big picture, they should differentiate between working in a board and a committee.”
6. Financial for non-financial persons.
7. Empowering other staff in association.
8. “Staff training needs to start from zero.”
9. Quality management for associations for executive directors.
10. For staff: Networking, better understanding of business.

***Notes***

- “It is good to host executive directors with good experience from outside Jordan.”
- “We should look into economic issues in our training, since some have no previous experience in economy.
- “International Association Congress is a training institution that provides a very useful training program called Quality Management for Associations. It is worthy to attend this training program, it is systematic and fruitful.”

## **Appendix (G)**

### **Staff Focus Group**

<b>Date</b>	04/22/2002
<b>Time</b>	10:30 – 13:20
<b>Topic</b>	Focus group discussion
<b>Facilitator</b>	Ramez S. Habash
<b>Co-facilitator</b>	Kamel Nabulsi
<b>Attendance</b>	Seven participants

#	Name	Company
1.	Rania Abu-shukor	Information Technology Association – Jordan (Int@j)
2.	Maisoon Amarneh	Women's Enterprise Center
3.	Rania Habashneh	Jordanian Intellectual Property Association
4.	Hania Jamal	Jordan American Business Association
5.	Leanne Kwar	Jordan Vision 2020
6.	Shorouq Mubaslat	Jordan Hotel Association
7.	Razan Theodore	Jordan Export Association
8.	Maria Sabella	Jordan American Business Association

### **Summary of Findings**

#### ***Style***

Staff members divided the Style into three (3) Stages {Prior the training, During and the outcome}

#### **Prior**

- Objective of course needs to be clear.
- Briefing on the subject before hand
- Agenda (date, time, place, topics, duration), Objective and Action Plan needs to be presented prior the training.
- The participants like to know about the qualifications of the trainer again before the training starts.
- When addressing organizations for the training, it should be clear in the invitation letter what will the training cover, to know who should attend from the organization.
- Number of participants (preferably 10-15)
- Handouts should be distributed on all attendees prior the training to know the expected material.
- They prefer English as the communication language.

- This should be sent two weeks prior to the course.

**During**

- Speakers should be casual, friendly, practical, and interactive, ask questions, provide solutions, references, and encourages participants to participate, change in his voice tone and moves properly.
- Icebreakers must be used during the session.
- Setting (room / atmosphere, location (in / out Amman) Comfortable, far from noise sources, enough space, half moon style, round tables, if it is for more than one day, it is preferable to conduct it outside Amman.
- Breaks during the training are a must, to refreshing up.
- Brief Power point presentations.
- Healthy interaction among participants.
- Discussions can be done using white board and flip charts
- Role-playing, games and case studies are also a good tool to entertain yet educate the participants.
- “Rewards”
- The materials, especially power point and data show presentations, should give space for notes.
- Documentation must be written on the spot.
- Parking area, excellent tool for out-standing issues that can be solved later on.

**Outcome**

Staff members expect to come out with concrete ideas for development, for the specific training:

1. Material to refer to
2. Evaluation Reports
3. Ideas for Implementation of workshop in the association the staff works at.

**Topics**

1. Business association management
2. Policies to run association
3. Time management
4. Strategic planning
5. Management of projects
6. Division of tasks among team
7. Human resources (job description, employee manuals)
8. How to conduct orientation
9. Secretarial services (filing system)
10. Sustainability
11. Training needs assessment for training coordinators
12. Communication skills
13. Negotiation skills
14. Facilitation (Meetings)
15. Problem solving
16. Crisis / conflict management
17. Risk management

18. Roles and responsibilities of committees
19. Business courses – Business language
20. Team building
21. Writing reports
22. Fund raising
23. Writing proposals
24. Dealing with competitors
25. Monitoring and evaluation
26. Promoting your association
27. Membership relations and attraction of new members
28. USAID regulations
29. ODG's handling for accountants
30. These are specific training needs for members of two institutions:
  - Preparing feasibility study
  - How to start your business
  - How to develop and expand your business